

FFCC LIMITED

(A company limited by guarantee)
Registered in England and Wales
company number: 12562770

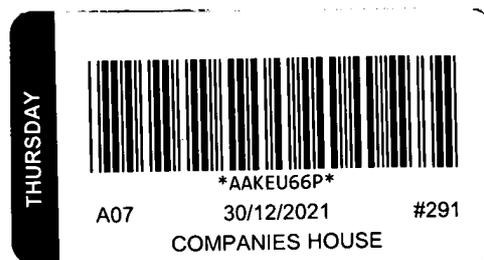
TRUSTEES' REPORT

AND

FINANCIAL STATEMENTS

FOR THE PERIOD ENDED

31 MARCH 2021



Registered Charity number: 1195790

Contents

1	Foreword from the Chair	3
2	Trustees' Report	5
	Introduction	5
	Our Purpose	9
	Achievements during the year	12
	Strategy Impact and Future Plans	30
	Financial Review	32
	Structure Governance and Management	36
3	Independent Auditors' Report	42
4	Financial Statements	50
	Statement of Financial Activities	51
	Balance Sheet	52
	Statement of Cash Flows	53
	Notes to the Financial Statements	54
5	Reference and Administrative Details	65

**Food is foundational.
We all eat food, and
decisions about what we
grow, how and where we
grow it, what we eat and
how we eat are amongst
the most important we
must take in this critical
decade of action to 2030.**

SIR IAN CHESHIRE
FOOD FARMING AND COUNTRYSIDE COMMISSION

1. Foreword

SIR IAN CHESHIRE
THE FOOD, FARMING AND COUNTRYSIDE COMMISSION

It is a rare and valued privilege to be given the opportunity and the resources to do the work you've said needs doing. In this, our first year of operation as an independent charity, I want to thank Esmée Fairbairn Foundation for their confidence in the Commission to continue this critical work and the RSA for hosting the inquiry in its first two years. Transforming the food system is a critical challenge of our time, to shift from being a significant contributor to the climate, nature and public health crises, to being a force for change for a fairer more sustainable world.

Food is foundational. We all eat food, and decisions about what we grow, how and where we grow it, what we eat and how we eat are amongst the most important we must take in this critical decade of action to 2030.

In our 2019 report, *Our Future in the Land*, we said that healthy food has to be everyone's business; farming can be a force for change and the countryside must work for all. Our work now is about helping to convene leadership - across sectors and places - on the difficult issues we have to tackle, working to implement our recommendations, and directing resources into communities so that they can become more resilient and adaptable, fit to face a turbulent future.

Our entire first year of independent operation has been deeply coloured by the pandemic. Setting up a new organisation, recruiting a team, establishing a substantial work programme in the virtual world has sometimes been a challenge. But it has also brought important insights. Our research 'Learning from Lockdown' at the start of the pandemic, revealed rich information about what really matters to citizens and communities, as well as the adaptive

capacity of citizens and businesses to meet the challenges. Like many, we've become adept at zoom calls and virtual working. While we've all missed human contact, we've also appreciated the greater opportunities for inclusion and involvement with people from all over the UK who would not (typically) be interested in turning up to meetings or focus groups. It has meant we can talk to people about our research and our reports from Orkney to Okehampton, Antrim to Ambleside, Carmarthen to Cambridge. Perhaps more importantly we get to learn so much about the radical and practical actions already underway, on farms and in communities around the country.

It has been an intense and productive year. Highlights include; our *Farming Smarter* and *Farming for Change* reports, making the economic and the agronomic case for a transition to agroecology by 2030; progressing our local pilots for a land use framework, with partners in Devon; in *Trade Unwrapped*, convening and curating contributions to the important discussions on trade, and the kinds of trade deals that would demonstrate UK leadership, levelling the playing field (and raising the bar) for a fairer food system. I'm grateful to my new board, colleague Commissioners and the FFCC team, who've pivoted so effectively to work productively in this new and changing context.

Perhaps our main contribution, though, is helping to bring people together to accelerate our collective efforts for a just transition, reversing and mitigating climate change, restoring biodiversity and improving citizen's health and wellbeing. The progress we make, in meeting our mandate, is inextricably intertwined with our partners and collaborators. This year we helped prepare for the critical global discussions in the UN Food Systems Summit, COP15 and COP26 in Glasgow; tackling the difficult issues around the affordability and value of healthy food, land use decisions, the future of farming and financing a just transition.

There is much to do and we will move faster and further together.



SIR IAN CHESHIRE
THE FOOD, FARMING AND COUNTRYSIDE COMMISSION



Food, Farming
& Countryside
Commission

The Food, Farming and Countryside Commission was established as an independent charitable organisation in April 2020 to continue the work of the independent inquiry hosted at the RSA. Thanks to the generous, continuing support of Esmée Fairbairn Foundation, we are turning our first phase recommendations into real change.

Our Purpose

FFCC works to tackle the triple crises in climate, nature and health, by ensuring:



Healthy food is everybody's business

levelling the playing field for a fair food system.



Farming is a force for change

with a transition plan for agroecology by 2030, and the resources to back that plan.



The countryside works for everyone

with a framework for sustainable land use and nature restoration, flourishing rural economies and thriving communities.

What we do

WE WORK WITH PARTNERS AND NETWORKS IN ALL FOUR UK COUNTRIES

to align leadership and grow the movement for a fairer and more sustainable future for food, farming and the countryside

WE AIM TO MAKE PROGRESS ON THE DIFFICULT AND CONTESTED ISSUES

connecting rigorous research with people's real and diverse experiences

WE LOOK FOR, SHARE AND SUPPORT THE RADICAL AND PRACTICAL ACTIONS

that work for people and communities

Our Principles

WE ARE:

MISSION LED

proud to be a charity committed to our purpose

OUTCOMES-ORIENTATED

focussed on practical action and sustainable change

SYSTEMS THINKERS

illuminating the relationships between sectors and policy areas, and between people and policy making

COLLABORATIVE AND NETWORKED

part of a growing ecosystem of organisations who have been doing this work for decades

CURIOUS AND REFLEXIVE

willing to experiment and adapt through collective learning

COURAGEOUS AND COMPASSIONATE

engaging in debates with respect and fierce optimism that what we do matters

Our Objects

The charity's objects ("objects") are specifically restricted to promoting sustainable development for the benefit of the public, in particular, but not limited to, by the following means:

- ① The promotion of sustainable land use, in particular through agroecology.
- ② The promotion of the prudent use of natural resources through sustainable food production and farming practices.
- ③ The promotion of sustainable means of achieving economic development and regeneration.

In furtherance of the above the charity will provide funding, make grants or make financial or other awards in kind to individuals, organisations and community groups. The charity will use the following definition of "sustainable development" as set out in the 1987 Brundtland Commission Report: sustainable development means "development that meets the needs of the present without compromising the ability of future generations to meet their own needs".

Public Benefit

The Trustees are aware of the Charity Commission's guidance on public benefit and are satisfied that FFCC's work is strategically focused on its core purpose and charitable objects in order to deliver maximum public benefit with its resources.

Our Funding

FFCC is funded by a mixture of core and grant funding. We are hugely grateful to the Esmée Fairbairn Foundation, who have provided a core grant of £2,454,972 over three years, and without whom our work would not be possible.

Dame Caroline Mason, Chief Executive of Esmée Fairbairn Foundation, said: "We have funded the FFCC for the next three years because they can be the change agent we need to deliver a radical restructuring in our food and farming system, one that can protect and enhance our natural world, increase food security and establish the UK as a global leader in agroecology."

Achievements during the year

Our highlights for 2020-21



**SUCCESSFULLY SETTING UP AS
AN INDEPENDENT CHARITY**

**A ROBUST BOARD
AND GOVERNANCE**

upholding the highest levels
of public accountability

**AUTHORITATIVE
COMMISSIONERS**

maintaining a focus on our
purpose and maximising impact

**A TRANSDISCIPLINARY
RESEARCH ADVISORY GROUP**

to support our research and
broad evidence base

**A STRENGTHENED
TEAM**

to deliver our work effectively

**A COMMITMENT TO A
FOUR NATIONS APPROACH**

with 6 country and county inquiries

**OUR WORK IS ORGANISED AROUND THREE
THEMES, WITH PROGRAMMES TO DELIVER
OUR CHARITABLE OBJECTS**

1

**Convening the
leadership for
a just transition**

PAGE 14

2

**Implementing
our
recommendations**

PAGE 18

3

**Resourcing
resilient
communities**

PAGE 24

How the Charity applies its resources to these themes is set out below under
'Financial Performance' and in the Financial Statements on pages 48 to 61.

① **Convening the leadership for a just transition**

In practice, this means that we are growing the alliance of leaders with the power to act in support of a just transition to a more sustainable future by 2030

Our highlights for 2020-21

CONVENING NATIONAL AND LOCAL LEADERSHIP GROUPS

to shape change including:

OUR FARMING LEADERSHIP GROUP

consisting of 24 leaders from across
farming, policy, retail and NGO sectors

A NATIONAL LAND USE LEADERSHIP GROUP

supporting the development of the
land use framework and joining up
policy across England

COUNTRY AND COUNTY LEADERSHIP GROUPS

in Scotland, Northern Ireland,
and Wales; a county leadership
group in Cumbria and
management board in Devon

RESEARCH ADVISORY GROUPS

to ensure our work is guided by and
helps to shape the latest evidence

UNITING LEADERSHIP AROUND TRADE ISSUES THAT IMPACT THE FOOD & FARMING SECTOR

with 13 expert papers published,
12 video conversations recorded
on Trade Unwrapped and visits
to the website topping 6,700

CONSULTATION AND ENGAGEMENT

including St George's House
events on locally led food systems
and consultations on the
agroecological transition

INVITATIONS FOR FFCC TO PROVIDE LEADERSHIP AND EXPERTISE

on multiple webinars, podcasts,
radio and TV programmes

“Trade has the potential to change everyday life in the UK significantly, for better or for worse. FFCC’s Trade Unwrapped series of expert papers and conversations has been an important resource, in bringing together experts and decision-makers around key questions regarding governance structures and principles, helping to underpin evidence-based trade decisions, and shape a better quality of life in the UK”

TIM BENTON, CHATHAM HOUSE

Trade Unwrapped

In September 2020, it became clear that there was an opportunity for FFCC to bring together a range of voices and provide a distinctive contribution to the lively debate about the future of UK trade. In partnership with Chatham House and supported by an advisory group (drawn from WWF, Which?, Food Foundation, Green Alliance, Soil Association, Food Ethics Council and others) we created Trade Unwrapped, a website featuring accessible, thoughtful and critical analysis of the issues.

A series of authored papers and filmed 'Kitchen Table Conversations' probed questions about the impact of trade on climate, nature and health. The series culminated in a final briefing paper entitled 'Trade fit for the future?' which was published in January 2021. Overall the Trade Unwrapped website attracted over 6.7k visits and the contributors included many leading trade experts including Professor Tim Benton, Research Director at Chatham House, David Henig, UK Director of European Centre for International Political Economy and co-founder of the UK Trade Forum, and Professor Fiona Smith, Professor in International Economic Law at University of Leeds.



6.7k+

**VISITS TO
TRADEUNWRAPPED.UK
WEBSITE**



232

**UNIQUE INDIVIDUALS
AND ORGANISATIONS
ACTIVELY ENGAGED**

② **Implementing our recommendations**

**We work to secure progress
and policy change in line
with our recommendations**

Our highlights for 2020-21

5 KEY REPORT LAUNCHES LEADING TO:

PUBLIC INTEREST AND NATIONAL PRESS COVERAGE

focusing on the ways in which people and communities respond to COVID-19 across the UK, the case for a land use framework, and the future of farming and more

INSIGHTS BUILT ON RESEARCH

which reached over 4300 members of the public (who took part in COVID-19 polling in partnership with Food Foundation and YouGov) and 388 professionals working in food, farming and countryside (who took part in Learning from Lockdown survey)

GROWING AWARENESS AND DISCUSSION

with a strong community of people interested in agroecology (#farmingsmarter, #farmingforchange, #routestoaction)

UK WIDE ENGAGEMENT

National press coverage and 10.4k visits to news stories, reports and blog pages relating to our key reports

ON SOCIAL MEDIA

4,500 people engaged with us using these hashtags

FACE-TO-FACE CONTACT THROUGH EVENTS

500+ attended Farming for Change launch / 900+ attended Routes to Action workshops

Food and Health

We had an important role to play in providing evidence and research to help understand the impact of the pandemic on the food system and the way that the crisis was affecting people’s food choices.

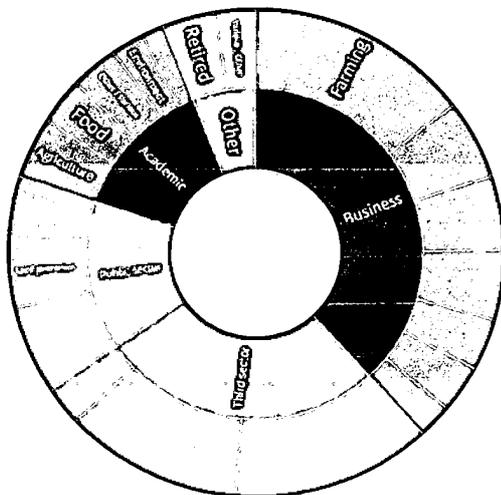
FFCC set up as an independent organisation within weeks of the declaration of a global pandemic. It was clear that we could play an important role in providing evidence and research to help understand the impact of the pandemic on the food system and the way that the crisis was affecting people’s food choices.

We commissioned new research, in partnership with the Food Foundation and YouGov, which included polling of 4343 adults across UK countries. We published a series of case studies (entitled ‘Road to Renewal’) documenting the ways in which people and communities were responding to the challenges created by Covid-19, and how the food and farming sectors were adapting. A further study of 380 professionals working in food, farming and the countryside found appetite for change and collaboration across the sectors.

The research was an important first contribution from FFCC to the debate about the impact of Covid19 on the food system. It was widely covered by press, Sue Pritchard was invited onto BBC Panorama to provide analysis and insight into the impact of the pandemic and forty-five thousand people saw our findings (in one week) through social media channels.

Learning from lockdown

388 professionals responded to the survey. They included senior staff from large supermarket and food service businesses, farmers, estate owners, farming industry bodies, civil servants in Westminster and the devolved governments, government delivery bodies, charities, community groups and researchers specialising in food, agriculture and rural issues.



Source: Food, Farming & Countryside Commission
Survey of food, farming & countryside professionals (n=388)

LEARNING FROM LOCKDOWN RESULTS

Social bonds are stronger, with 40% feeling a stronger sense of local community and 39% more in touch with friends and family.

42% say the outbreak has caused them to value food more, one in ten have shared something like food or shopping with a neighbour for the first time.

More than 19 million of us (38%) say they are cooking more from scratch and 17 million are throwing away less food (33%). 6% (and 9% of Londoners), have tried a veg box scheme or ordered food from a local farm for the first time.

51% say they have noticed cleaner air, and 27% more wildlife, since the outbreak began.

Farming Transition

—
“We are excited to be working with our partners at the Food, Farming and Countryside Commission to accelerate the transition to nature-friendly farming”

DAME CAROLINE MASON CBE,
CHIEF EXECUTIVE, ESMÉE
FAIRBAIRN FOUNDATION
(FROM EFF 2020 ANNUAL REPORT)

A key recommendation in *Our Future in the Land* is for the design and implementation of a ten year transition plan to sustainable, agroecological farming by 2030. Work this year has focused on providing the evidence that we, and others who share our mission to improve farming, can use to make the case for agroecology.

Three reports were published throughout the year including *Farming Smarter: the case for agroecological enterprise*, *Farming for Change: mapping a route to 2030*, and *Farming Smarter: investing in the future*. These reports make the case that the transition to agroecology is economically and agronomically plausible and FFCC's recommendation to create an Agroecology Development Bank has been widely praised. Serious conversations continue about the next steps for this idea to overcome the barriers some farmers face in accessing appropriate finance.

The publication of *Farming for Change*, which introduced modelling by research institute, IDDRI, was followed by *Routes to Action*, a six-week inquiry delivered through a series of virtual workshops. The five thematic workshops – on agronomy, land management, economics, culture and policy – explored the questions and practical implications that emerged from the IDDRI modelling. Continuing FFCC's mission to blend the practical and the radical, the sessions also compared theory to reality - gathering evidence of the transformation already underway across UK countries.

The impact of these reports has been significant with our modelling and data showing up at all the key sector events including the Oxford Farming conferences and Groundswell. The evidence has been widely viewed and reused by others - including being incorporated into publications like the National Food Strategy for England. As well as reaching a huge audience through our own channels, there was significant media coverage on the BBC, The Guardian, Telegraph and a wide range of farming press, picking up the arguments and ideas made in these reports.

Land Use

One immediate impact of this work was the adoption of this recommendation by the Geospatial Commission into their own National Strategy.

To move from recommendation to implementation, the Commission hosted a St George's House consultation in early 2020 to focus on issues of land use and to test our propositions. In July 2020, we published the findings from the consultation in *Making the best use of our land*, and *The case for a land use framework*.

One immediate impact of this work was the adoption of this recommendation by the Geospatial Commission into their own National Strategy. We will partner with them on local pilot projects to strengthen the role of data in local land use decision making. More broadly, these papers have helped to shape the work with the Leadership Group of our Devon inquiry, who were keen to pilot a framework in the county. In 2020 work began in earnest to engage anchor institutions and local groups in what has become a substantial pilot programme to explore the parameters, principles and practices for a land use framework in Devon. A national group of land use experts has been convened to provide leadership to help build collaboration between organisations and individuals who are critical to mapping a set of principles that will form the basis of the framework.

③ **Resourcing resilient communities**

Direct more financial and social resources to communities around the UK to enable them to adapt to meet future scenarios

Our highlights for 2020-21

6 COUNTRY AND COUNTY INQUIRIES

Inquiries consolidated in Northern
Ireland, Scotland, Wales and Cumbria,
Devon and Cambridge

CONVENING CROSS SECTOR LEADERSHIP IN SCOTLAND TO IDENTIFY PRIORITIES

and funding research to map understanding
of agroecology across the country

£100,000 SECURED FOR A DEVON LAND USE FRAMEWORK PILOT

working with partners
the Environment Agency

DEVELOPING A LONG TERM PROGRAMME OF WORK FOR NORTHERN IRELAND

to accelerate the transition to agroecology
and work on procurement

CODESIGNING THE NATIONAL NATURE SERVICE

with partners across Wales
and joining the Green Recovery
Task Force in Wales

DEVELOPING A PROGRAMME FOR A LAND AND NATURE SKILLS PILOT

and Farming Smarter
toolkit in Cumbria

Country and County Inquiries

A vital piece of FFCC's ethos is our connection to people and communities most impacted by a transformation of the food, farming and countryside. Because we work across UK countries via a network of inquiries, local knowledge and detailed understanding of particular issues can be built into our work from the outset. We are able to pilot ideas and reflect back to government how effective a policy might be by talking to those most affected.

Our place-based inquiries comprise, so far, three county inquiries in England – in Cambridgeshire, Cumbria and Devon, chosen broadly for their different social and environmental landscapes – and one each in Wales, Northern Ireland and Scotland. In the nations, questions of land use, environment, agriculture and public health are devolved matters.

WALES

July 2020 saw the launch of Wales Field Guide for Future Generations, the first phase report from our Wales inquiry. The report was welcomed by Lesley Griffiths MS, Minister for Environment, Energy and Rural Affairs and launched at the Green Recovery Wales online festival on 21st July, in a session chaired by Jane Davidson, Chair of the Wales inquiry.

Drawing from conversations with people and communities across the nation, the report illustrates the work already underway in Wales, and showcases a selection of innovative Welsh practices, with recommendations for government.

The inquiry has dedicated significant resource this year to the design and development of a National Nature Service for Wales, working with partners as part of the Green Recovery Taskforce chaired by Sir David Henshaw.

SCOTLAND

This year, the Scotland inquiry held a series of virtual roundtables to gather evidence and discuss priorities for a three year workplan. The series pointed to four areas of focus: the role of digital tools and platforms as enablers within the food system; increasing citizen access to healthy, agroecologically grown food; working with partners to highlight case studies of ownership; and decision making around land, and establishing a SEFARI Gateway Fellowship on agroecological principles.

Because we work across UK countries via a network of inquiries, local knowledge and detailed understanding of particular issues can be built into our work from the outset.

ACHIEVEMENTS DURING THE YEAR



We have commissioned work to understand how agroecological principles can provide long term benefits, such as improving land productivity, more resilient farming systems and valuing farming as a force for change.

In partnership with SEFARI Gateway, Soil Association Scotland and Scottish Agricultural Organisation Society we have commissioned work to understand how agroecological principles can provide long term benefits, such as improving land productivity, more resilient farming systems and valuing farming as a force for change. The fellowship will contribute to work in Scotland to drive sustainable change in food and farming systems within the rural economy.

NORTHERN IRELAND

Activity in Northern Ireland reflects the key recommendations from the inquiry's first report, Lay of the Land. We are working with government, farmers, businesses and community groups to develop agreed approaches, the research needed to underpin them and the leadership needed to implement them.

In partnership with the Department of Agriculture, Environment and Rural Affairs, we are working to improve public sector potential to procure local, sustainable, seasonal and healthy food.

CUMBRIA

In Cumbria, the inquiry is working to support and enhance the impact of a number of initiatives already underway. There are two key focuses. The first is to bring together organisations and individuals across the land-based sector to co-design a national nature service pilot in Cumbria called the Land and Nature Skills pilot. The second is to develop a Farming Smarter/ELM toolkit that will support farmers to adapt their businesses as direct payments are phased out.

CAMBRIDGESHIRE

The work in Cambridgeshire, chaired by Dame Fiona Reynolds and Gavin Shelton, is establishing a leadership group as well as developing ideas for a Land Use Framework for the region. Work around farming transition and local food is also being planned.

DEVON

Activity in Devon has built on projects established in the first phase looking at grasslands and livestock production; environment and biodiversity; health and thriving communities and new entrants to farming. The priority has been to fundraise for a Devon Land Use Pilot and establish a long term strategy for the Devon inquiry.

Strategy, impact and future plans

Our Food and Health programme of work is focussed on levelling the playing field for a fair food system through the exploration of three key themes: affordability, ultra-processed foods, and the value of diversified/ local food systems.

CONVENING AND COLLABORATING IN LEADERSHIP

Originally planned for 2020, 2021 has become a year of important global events - with COP26 expected to provide an important moment for the UK. In 2021, we will continue to convene a coalition of leaders around nature, climate and food through Land Unlocked, a new programme of work focussed on the COP26 goals.

The programme will bring together the latest evidence, opinion and conversation around agroecology as a nature-based solution, innovative green finance, and how locally led actions strengthen resilience and adaptation within communities. A mix of podcasts, videos and think-pieces will explore how these themes, along with the priorities outlined by the COP26 president, suggest clear actions for governments, business and civil society.

IMPLEMENTING OUR RECOMMENDATIONS

In promoting a transition to agroecology in the UK we will:

- Continue to build the evidence base for agroecology (building on the work published in early 2021)
- Work with communities and practitioners to pilot new ideas, learn from what they are doing and help share good practice
- Amplify good practice and communicate the stories of farmers and growers to build tangible examples and evidence of change
- Undertake action-research on emerging investment markets in natural capital to ensure that all types of farm enterprises benefit.

Our Food and Health programme of work is focussed on levelling the playing field for a fair food system through the exploration of three key themes: affordability, ultra-processed foods, and the value of diversified/ local food systems.

Over the next two years, we will continue to research and gather citizen voices, frame debates, and trial and test action at a local level. Over the next 18 months our Land Use programme is convening a national leadership group to advocate for a land use framework for England and we are establishing local pilots in Devon and Cambridgeshire. We continue to work with our inquiries to codesign a National Nature Service to support young people to develop land based skills and support communities with the resources needed to restore nature this decade.

RESOURCING RESILIENT COMMUNITIES

In each area there is a slightly different focus, but all six inquiries strengthen the work of FFCC through inquiry led projects or place-based delivery. In Wales, the work is underway to co-design and implement a National Nature Service; and on resourcing agroecological enterprises. In Northern Ireland, supported by Ashden Trust, the focus will be on convening leadership in policy and practice. In Cumbria, work will progress on a National Nature Service pilot and Farming Smarter toolkit. In Devon, we will be continuing our work with partners to develop and implement a land use framework. Work is also starting in Cambridgeshire to establish a complementary project to test principles and practices of a land use framework.

Financial Review

A. GOING CONCERN

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

B. RESERVES POLICY

With the agreement of EFF, £55,000 of the restricted grant funds received from them for the year have been used to create an unrestricted reserve to enable the prudent management of the Charity's financial affairs.

Our policy is to set a target level for unrestricted reserves based on the following components:

- **Estimated costs of an orderly and solvent dissolution in the event that there is insufficient prospect of continuing to deliver public benefit;**
- **Prudent provision for parental leave and sickness pay;**
- **Contingency for unforeseen expenses.**

Given the stable and predictable income provided by the grant funding model of the Charity, the Trustees set the minimum unrestricted reserve at £55,000 for the year ended 31 March 2021.

C. PRINCIPAL RISKS AND UNCERTAINTIES

The Trustees maintain a risk register to assist with the prudent management of the Charity's affairs which monitors a range of risks which are common for an organisation of the Charity's size and type. The principal risks and uncertainties faced by the charity are:

- Failure to secure sufficient grant funding to deliver the activities required to deliver the charitable objectives. To address this, management maintain a forward pipeline of funding applications and at the balance sheet date, the Charity had secured an additional £395,000 of grant funding and was in the process of applying for a further £95,000
- The research, best practice and methods for delivering more sustainable farming practices and healthy food that are identified and developed by the Charity are not taken up by businesses and other organisations leading to lack of improvement in outcomes for the Charity's beneficiaries. To mitigate this risk, the Charity employs a broad range of engagement and communication methods and channels, from national level events, meetings, publications, social media and digital communications, to working with local partners to effect change in nations and regions across the UK.

D. OVERVIEW OF FINANCIAL YEAR

The Charity's funding model is to seek grants from charitable foundations, government bodies and other organisations that wish to help the Charity deliver its objectives.

The core three-year grant from Esmée Fairbairn Foundation funds delivery of the core programme of work, and additional grants enable the Charity to expand the scale and scope of its activities and impact.

During the period, the charity received total income of £2,532,972 and total expenditure of £822,101 giving a surplus of £1,710,871 carried forward to the following year.

Income - £2,532,972

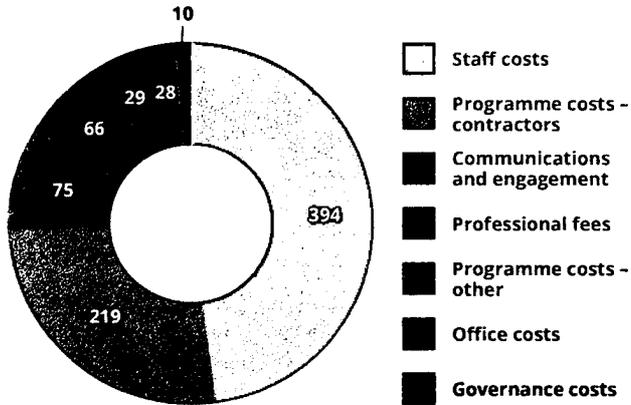
In addition to the core EFF grant of £2,454,972 there were two additional grants received for specific projects. A grant of £60,000 was received from Esmée Fairbairn Foundation to fund work on modelling a transition to agroecology described above in section 4 under 'Implementing our recommendations'.

A grant of £18,000 was received from Local Trust for analysis of Big Local communities' activity on food and health, as described above under 'Implementing our recommendations'.

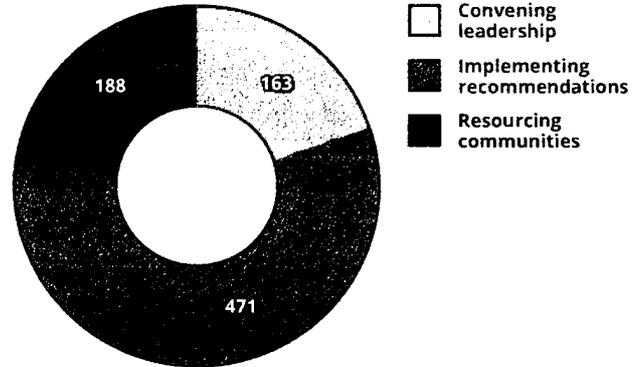
Expenditure - £822,101

The operating model of the Charity is to employ a core team with the skills and experience to manage the deliver the charitable activities and enhance the scale and scope of work with specialist contractors and partner organisations. Accordingly, the two largest categories of expenditure are on staff (£394,452) and contractors (£219,417). Professional fees of £68,089 mostly relate to one-off expenses of establishing the Charity and will reduce significantly in future years, including recruitment costs of £24,660, legal fees of £9,092 and other professional fees of £26,255. The split between different categories of expenditure is shown in the 'Expenditure by type' infographic below. The expenditure was applied across the three areas of charitable activities as shown in the 'Expenditure by activity' infographic below. Further detail is set out in notes 4, 5 and 6 to the financial statements.

Expenditure by type (£'000)



Expenditure by activity (£'000)



The Charity evolved its planned expenditure during the year in the light of the coronavirus pandemic and its public health and economic impacts. Planned expenditure on physical gatherings such as conferences, roundtable and events was reduced in favour of increased time on engagement, communications, research and delivery of online events and interaction. Cost savings were realised from reduced office space and travel requirements. The directors continue to review the balance of virtual and in-person working and engagement in the light of the ongoing impact of Covid-19.

Funds - £1,710,871

The total funds of the Charity were £1,710,871 at the year end, comprising £1,655,871 of restricted reserves and a general (unrestricted) reserve of £55,000. Further detail is set out in notes 11 and 12 to the financial statements.

Structure, governance and management

A. CONSTITUTION

FFCC was incorporated on 16th April 2020 as charitable company limited by guarantee registered in England and Wales as company number 12562770, and is a registered charity number 1195790. The company has adopted the model articles of association for charitable companies published by the Charity Commission for England and Wales.

B. METHODS OF APPOINTMENT OR ELECTION OF TRUSTEES

The company was incorporated with four founding directors and members who had all served as commissioners in the RSA Food Farming and Countryside Commission. The Chair of the RSA Commission, Sir Ian Cheshire was appointed as the Chair of the Board on 17th April 2020.

A further three trustees, including one in the role of Treasurer, were appointed taking into account the required balance and range of skills and experience for the Board to function effectively. None of these trustees had any connection with the previous RSA Commission and bring a fresh perspective to the work of the Charity.

C. COMMITTEES AND TERMS OF REFERENCE

The Board is supported in discharging its responsibilities by three Committees that report to the Board. Their terms of reference and composition are described below:

The Commission

The Commission comprises 5 trustees and 9 appointed experts. It is Chaired by the Chair of the Board, Sir Ian Cheshire, and is responsible for oversight of programme strategy and activities to deliver the Charity's objectives.

Audit and Risk Committee

The A&R committee comprises 4 trustees and is Chaired by the Treasurer, Marg Mayne. It is responsible for oversight of financial management, risk and compliance.

People and Culture Committee

The P&C committee comprises 4 trustees and is Chaired by Dawn Austwick. It is responsible for oversight of organisational and staff wellbeing, including equality, diversity and inclusion and compliance with employment legislation.

The composition of the Board and sub-committees is as follows:

BOARD OF TRUSTEES	COMMISSION	AUDIT & RISK	PEOPLE & CULTURE
SIR IAN CHESHIRE, CHAIR	Chair		
MARG MAYNE, TREASURER		Chair	
DAWN AUSTWICK OBE			Chair
HELEN BROWNING OBE	Member		Member
DAVID FURSDON	Member	Member	
SHIRLEY CRAMER CBE	Member	Member	
DAME FIONA REYNOLDS	Member		Member
PROFESSOR RT HON CARWYN JONES		Member	

The Board met 6 times during the period ended 31st March 2021, the Commission met 7 times, the Audit and Risk Committee met 3 times and the People and Culture Committee met once.

The Board is supported by the Company Secretary, who is not a Trustee or Director of the Charity.

D. KEY MANAGEMENT

The day-to-day delivery of the Charity's work is delegated to and led by the Chief Executive and supported by key management as follows:

Sue Pritchard Chief Executive

Tom Burston Director of Policy and Research

Rebecca Renfro Director of External Relations

Tony Greenham Finance Director and Company Secretary

E. EQUALITY, DIVERSITY AND INCLUSION

FFCC is committed to diversity, equality and inclusion, and celebrates these qualities as essential principles of a fair and sustainable society. We understand that our organisation, along with the sectors in which we work, is not representative of the diversity of UK countries and we are taking steps to address this.

Plans for future periods

See 'Strategy, impact and future plans' section.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial period. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- **select suitable accounting policies and then apply them consistently;**
- **observe the methods and principles of the Charities SORP (FRS 102);**
- **make judgments and accounting estimates that are reasonable and prudent;**
- **state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;**
- **prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.**

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

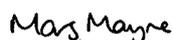
Auditors

The auditors, Bishop Fleming LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on and signed on their behalf by:



I Cheshire
Chair of Trustees



M Mayne
Treasurer

3. Independent auditors' report on the financial statements to the trustees of FFCC Limited

Opinion

We have audited the financial statements of FFCC Limited (the 'charitable company') for the period ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities SORP 2019.

In our opinion the financial statements:

- **give a true and fair view of the state of the charity's affairs at 31st March 2021 and of its incoming resources and application of resources, including its income and expenditure for the period then ended;**
- **have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and**
- **have been prepared in accordance with the requirements of the Companies Act 2006**

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- **adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or**
- **the financial statements are not in agreement with the accounting records and returns; or certain disclosures of Trustees' remuneration specified by law are not made; or**
- **we have not received all the information and explanations we require for our audit.**

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and noncompliance with laws and regulations, we considered the following:

- the nature of the charity sector, control environment and charity performance;
- results of our enquiries of management and the Trustee board, including the committees charged with governance over the Charity's finance and control, about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the Charity's documentation of their policies and procedures relating to: identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance; detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; the internal controls established to mitigate risks of fraud or noncompliance with laws and regulations;
- how the Charity ensured it met its obligations arising from it being financed by and subject to the governance requirements, and as such material compliance with these obligations is required to ensure the Charity will continue to receive its funding and be authorised to operate, including around ensuring there is no material unauthorised use of funds and expenditure.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud, which included incorrect recognition of revenue, management override of controls using manual journal

entries, purchase ledger and payroll, and identified the greatest potential for fraud as incorrect recognition of revenue and management override using manual journal entries.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. We also obtained an understanding of the legal and regulatory frameworks that the Charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, The Charities Act and tax legislation.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Charity's ability to operate or to avoid a material penalty. These included data protection regulations, occupational health and safety regulations and employment legislation.

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- reviewing the financial statement disclosures and testing to supporting documentation to assess the recognition of revenue;
- enquiring of Trustees and management and those charged with governance concerning actual and potential litigation and claims;
- performing procedures to confirm material compliance with the requirements of the laws and regulations that FFCC Limited are subject to;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing internal control reports; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; and assessing whether the judgements made in making accounting estimates are indicative of a potential bias.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting

from an error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the Charity's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's trustees those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.



David Butler FCA DChA (Senior Statutory Auditor)

for and on behalf of

Bishop Fleming LLP

Chartered Accountants

Statutory Auditors

10 Temple Back

Bristol

BS1 6FL

Date: 18 November 2021

4. Financial Statements for the Period Ended 31 March 2021

Statement of financial activities (incorporating income and expenditure account) for the period ended 31 march 2021

	Note	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Income from:				
Donations and legacies	3	2,532,972	—	2,532,972
Total income		2,532,972	—	2,532,972
Expenditure on:				
Charitable activities	4	822,101	—	822,101
Total expenditure		822,101	—	822,101
Net income		1,710,871	—	1,710,871
Transfers between funds	11	(55,000)	55,000	—
Net movement in funds		1,655,871	55,000	1,710,871
Reconciliation of funds:				
Net movement in funds		1,655,871	55,000	1,710,871
Total funds carried forward		1,655,871	55,000	1,710,871

The Statement of financial activities includes all gains and losses recognised in the period.

The notes on pages 52 to 61 form part of these financial statements.

Balance sheet for the period ended 31 March 2021

	Note	2021 £
Current assets		
Debtors	9	1,486,153
Cash at bank and in hand		298,120
		<hr/>
		1,784,273
Creditors: amounts falling due within one year	10	(73,402)
		<hr/>
Net current assets		1,710,871
		<hr/>
Total net assets		1,710,871
		<hr/> <hr/>
Charity funds		
Restricted funds	11	1,655,871
Unrestricted funds	11	55,000
		<hr/>
Total funds		1,710,871
		<hr/> <hr/>

An audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 18 November 2021 and signed on their behalf by:



I Cheshire
Chair of Trustees



M Mayne
Treasurer

The notes on pages 52 to 61 form part of these financial statements.

Statement of cash flows for the period ended 31 March 2021

	2021 £
Cash flows from operating activities	
Net cash used in operating activities	298,120
Cash flows from investing activities	
Net cash provided by investing activities	—
Cash flows from financing activities	
Net cash provided by financing activities	—
Change in cash and cash equivalents in the period	298,120
Cash and cash equivalents at the end of the period	298,120

The notes on pages 25 to 33 form part of these financial statements

Notes to the financial statements for the period ended 31 March 2021

1. General Information

FFCC Limited is a private company limited by guarantee without share capital, registered in England and Wales. The registered office is Kemp House, 160 City Road, London, United Kingdom, EC1V 2NX.

2. Accounting policies

2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

FFCC Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy. The financial statements have been prepared for a shortened period, covering 17 April 2020, which is the date of incorporation, to 31 March 2021.

2.2 GOING CONCERN

The Trustees assess whether the use of going concern is appropriate i.e. whether any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least 12 months from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charity's ability to continue as a going concern, thus they will continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 INCOME

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2.4 EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

2.5 DEBTORS

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.6 CASH AT BANK AND IN HAND

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.7 LIABILITIES AND PROVISIONS

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.8 FINANCIAL INSTRUMENTS

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.9 PENSIONS

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the period.

2.10 FUND ACCOUNTING

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Restricted funds 2021 £	Total funds 2021 £
Grants	<u>2,532,972</u>	<u>2,532,972</u>

4. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2021 £	Total funds 2021 £
Convening leadership	163,069	163,069
Implementing recommendations	471,290	471,290
Resourcing communities	187,742	187,742
	<u>822,101</u>	<u>822,101</u>

5. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Convening leadership	13,869	149,200	163,069
Implementing recommendations	129,773	341,517	471,290
Resourcing communities	105,148	82,594	187,742
	<u>248,790</u>	<u>573,311</u>	<u>822,101</u>

Analysis of direct costs

	Convening leadership 2021 £	Implementing recommendations 2021 £	Resourcing communities 2021 £	Total funds 2021 £
Programme costs – contractors	9,987	108,407	101,023	219,417
Programme costs – other	3,882	21,366	4,125	29,373
	<u>13,869</u>	<u>129,773</u>	<u>105,148</u>	<u>248,790</u>

Analysis of support costs

	Convening leadership 2021 £	Implementing recommendations 2021 £	Resourcing communities 2021 £	Total funds 2021 £
Staff costs	93,671	246,567	54,214	394,452
Communications & engagement	23,534	39,331	11,642	74,507
Office costs	6,737	17,733	3,899	28,369
Professional fees	22,026	33,039	11,223	66,288
Governance costs	3,232	4,847	1,616	9,695
	<u>149,200</u>	<u>341,517</u>	<u>82,594</u>	<u>573,311</u>

6. Auditors' remuneration

	2021 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	<u>7,800</u>

7. Staff costs

	2021 £
Wages and salaries	333,126
Social security costs	28,544
Contribution to defined contribution pension schemes	32,782
	<u>394,452</u>

The average number of persons employed by the Charity during the period was as follows:

	2021 No.
Employees	<u>10</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021 No.
In the band £60,001 - £70,000	1

8. Trustees' remuneration and expenses

During the period, no Trustees received any remuneration or other benefits.

During the period ended 31 March 2021, expenses totalling £95 were reimbursed or paid directly to E Fursdon. The expenses covered costs incurred during an external meeting.

9. Debtors

	2021 £
Due within one year	
Trade debtors	9,000
Prepayments and accrued income	1,477,153
	<u>1,486,153</u>

10. Creditors: Amounts falling due within one year

	2021 £
Trade creditors	15,573
Other taxation and social security	24,361
Other creditors	6,220
Accruals and deferred income	27,248
	<u>73,402</u>

11. Statement of funds

Statement of funds – current period

	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Unrestricted funds				
General Funds	—	—	55,000	55,000
Restricted funds				
Core grant	2,454,972	(749,501)	(55,000)	1,650,471
IDDRI	60,000	(60,000)	—	—
Local trust	18,000	(12,600)	—	5,400
	<u>2,532,972</u>	<u>(822,101)</u>	<u>(55,000)</u>	<u>1,655,871</u>
Total of funds	<u>2,532,972</u>	<u>(822,101)</u>	<u>—</u>	<u>1,710,871</u>

Core grant

A grant was received from the Esmée Fairbairn Foundation. A three year grant awarded in April 2020 for a total of £2,454,972 for the part funding of the Charity's activities including support costs.

IDDRI

A grant was received from the Esmée Fairbairn Foundation. A one-off grant of £60,000 awarded in May 2020 for applying IDDRI's agroecology modelling methodology into a UK context.

Local trust

A grant was received from the Big Local. A one-off grant of £18,000 awarded in November 2020 for analysis of Big Local Communities food activity.

12. Summary of funds

Summary of funds – current period

	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
General funds	—	—	55,000	55,000
Restricted funds	2,532,972	(822,101)	(55,000)	1,655,871
	<u>2,532,972</u>	<u>(822,101)</u>	<u>—</u>	<u>1,710,871</u>

13. Analysis of net assets between funds

Analysis of net assets between funds – current period

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Current assets	1,655,871	128,402	1,784,273
Creditors due within one year	—	(73,402)	(73,402)
Total	1,655,871	55,000	1,710,871

14. Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £
Net income for the period (as per Statement of Financial Activities)	1,710,871
Adjustments for:	
Decrease/(increase) in debtors	(1,486,153)
Increase in creditors	73,402
Net cash provided by operating activities	298,120

15. Analysis of cash and cash equivalents

	2021 £
Cash in hand	298,120
Total cash and cash equivalents	298,120

16. Analysis of changes in net debt

	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	298,120	298,120
	<u>298,120</u>	<u>298,120</u>

17. Pension commitments

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £32,782. £5,565 was payable to the fund at the balance sheet date and is included in creditors.

18. Related party transactions

The following related party transactions occurred during the year:

EASTBROOK FARM ORGANIC MEATS LIMITED

Subsistence, accommodation, and meeting rooms totalling £3,124 were purchased from Eastbrook Farm Organic Meats Limited. Helen Browning, a Trustee of FFCC Ltd, is a director of the company which is managed by her partner and fellow director. There was no outstanding balance as at 31 March 2021.

COMMISSION HONORIA

Some of the Charity's Trustees are also Commissioners, who are offered an honorarium of £250 a day for their work on the Commission. Honorarium payments made to the Charity's Trustees total the following:

David Fursdon – £3,000

Shirley Cramer – £1,500

Helen Browning – £2,500

There was no outstanding balance as at 31 March 2021.

5. Reference and Administrative Details of the Charity, its Trustees and Advisers for the Period Ended 31 March 2021

TRUSTEES

D Austwick (appointed 17 February 2021)
H Browning (appointed 17 April 2020)
I Cheshire, Chair (appointed 17 April 2020)
S Cramer (appointed 17 April 2020)
E Fursdon (appointed 17 April 2020)
C Jones (appointed 17 February 2021)
M Mayne (appointed 20 April 2020)
F Reynolds (appointed 17 April 2020)

COMPANY REGISTERED NUMBER

12562770

REGISTERED CHARITY NUMBER

1195790

REGISTERED OFFICE

Kemp House
160 City Road
London
EC1V 2NX

COMPANY SECRETARY

A Greenham (appointed 17 April 2020)

KEY MANAGEMENT PERSONNEL

S Pritchard (appointed 1 May 2021)
A Greenham (appointed 1 July 2021)
T Burston (appointed 1 August 2021)
R Renfro (appointed 1 July 2021)

INDEPENDENT AUDITORS

Bishop Fleming LLP
Chartered Accountants
Statutory Auditors
10 Temple Back
Bristol
BS1 6FL

ACCOUNTANTS

Griffin
Chartered Accountants
165 High Street
Honiton
Devon
EX14 1LQ